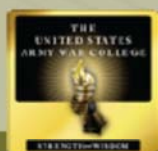


KS  
IL



USAWC KEY STRATEGIC ISSUES LIST 2014-2015

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE <b>17 JUN 2014</b>		2. REPORT TYPE		3. DATES COVERED <b>00-00-2014 to 00-00-2014</b>	
4. TITLE AND SUBTITLE <b>U.S. Army War College Key Strategic Issues List 2014-2015</b>				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) <b>U.S. Army War College, Strategic Studies Institute, 47 Ashburn Drive, Carlisle, PA, 17013-5010</b>				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT <b>Approved for public release; distribution unlimited</b>					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT <b>Same as Report (SAR)</b>	18. NUMBER OF PAGES <b>17</b>	19a. NAME OF RESPONSIBLE PERSON
a. REPORT <b>unclassified</b>	b. ABSTRACT <b>unclassified</b>	c. THIS PAGE <b>unclassified</b>			



## **USAWC KEY STRATEGIC ISSUES LIST 2014-2015**

**Strategic Studies Institute  
and  
U.S. Army War College Press**

**ACADEMIC YEAR 2014-15**

**U.S. ARMY WAR COLLEGE**

**KEY STRATEGIC ISSUES LIST**

**CHIEF OF STAFF OF THE ARMY SPECIAL INTEREST  
TOPICS**

**and**

**PART I:  
ARMY PRIORITIES FOR STRATEGIC ANALYSIS**

**June 17, 2014**

\*\*\*\*\*

The views expressed in this report are those of the authors and do not necessarily reflect the official policy or position of the Department of the Army, the Department of Defense, or the U.S. Government. Authors of Strategic Studies Institute (SSI) and U.S. Army War College (USAWC) Press publications enjoy full academic freedom, provided they do not disclose classified information, jeopardize operations security, or misrepresent official U.S. policy. Such academic freedom empowers them to offer new and sometimes controversial perspectives in the interest of furthering debate on key issues. This report is cleared for public release; distribution is unlimited.

\*\*\*\*\*

This publication is subject to Title 17, United States Code, Sections 101 and 105. It is in the public domain and may not be copyrighted.

\*\*\*\*\*

Comments pertaining to this report are invited and should be forwarded to: Director, Strategic Studies Institute and U.S. Army War College Press, U.S. Army War College, 47 Ashburn Drive, Carlisle, PA 17013-5010.

\*\*\*\*\*

All Strategic Studies Institute (SSI) and U.S. Army War College (USAWC) Press publications may be downloaded free of charge from the SSI website. Hard copies of this report may also be obtained free of charge while supplies last by placing an order on the SSI website. SSI publications may be quoted or reprinted in part or in full with permission and appropriate credit given to the U.S. Army Strategic Studies Institute and USAWC Press, U.S. Army War College, Carlisle Barracks, PA. Contact SSI by visiting our website at the following address: [www.StrategicStudiesInstitute.army.mil](http://www.StrategicStudiesInstitute.army.mil).

\*\*\*\*\*

The Strategic Studies Institute and U.S. Army War College Press publishes a monthly email newsletter to update the national security community on the research of our analysts, recent and forthcoming publications, and upcoming conferences sponsored by the Institute. Each newsletter also provides a strategic commentary by one of our research analysts. If you are interested in receiving this newsletter, please subscribe on the SSI website at [www.StrategicStudiesInstitute.army.mil/newsletter](http://www.StrategicStudiesInstitute.army.mil/newsletter).

\*\*\*\*\*

For over a decade, SSI has published the annual Key Strategic Issues List (KSIL) to inform students, faculty, and external research associates of strategic topics requiring research and analysis. Part I of the Academic Year (AY) 2014-15 KSIL, referred to as the Army Priorities for Strategic Analysis (APSA), has been developed by SSI in coordination with Headquarters Department of the Army (HQDA). The APSA will help prioritize strategic research and analysis conducted by USAWC students and faculty, USAWC Fellows, and external researchers, to link their research efforts and results more effectively to the Army's highest priority topics.

## **CONTENTS**

### **FOREWORD**

### **CHIEF OF STAFF OF THE ARMY SPECIAL INTEREST TOPICS**

### **PART I: ARMY PRIORITIES FOR STRATEGIC ANALYSIS**

Adaptive Army Leaders for a Complex World

Globally Responsive and Regionally Engaged Army

Ready and Modern Army

Soldiers Committed to the Army Profession

Premier All Volunteer Army



# FOREWORD

Today we continue to face an uncertain, complicated and rapidly changing international security environment, as stated in the 2014 Quadrennial Defense Review. At the same time, the Army has been asked to contribute to the restoration of our Nation's economic strength by rapidly drawing down Army forces in light of domestic fiscal challenges. In the face of continuing international tensions and budget stringency, the Army's greatest challenge is to provide steadfast support to worldwide operational commitments, to include Afghanistan, while simultaneously drawing down, reorganizing and preparing the force for a wider array of security missions and threats in the future. We are committed to ensure the U.S. Army remains the most highly trained and professional land force in the world.

Research on the topics contained in this document will assist us in shaping the Army of the future. We organize the topics to support the five strategic priorities identified in the 2014 Army Strategic Planning Guidance (ASPG).

We must decide how to organize, train, and equip our Army efficiently and effectively, to be prepared for the uncertain global environment ahead of us. To assist in doing so, we publish the Army Priorities for Strategic Analysis (APSA)

I have a keen interest in each of the topics listed; however, I highlight at the front of the document a subset of these topics, the analyses of which are truly critical to our future success. I strongly encourage those conducting research through our Senior Service Colleges and Fellows experiences to consider those priority issues, as well as others listed in the APSA. The Army needs your study and analysis today more than ever.

Given today's fiscal environment and the dynamic strategic environment, our vision, direction, and objectives must continue to evolve so that we can adapt to global challenges.

The Army is the strength of the Nation.

---

Raymond T. Odierno  
General, United States Army Chief of Staff

## CHIEF OF STAFF OF THE ARMY SPECIAL INTEREST TOPICS

### Adaptive Army Leaders for a Complex World:

- 1) How can the Army prepare, train, and retain leaders, both uniformed and civilian, with the necessary multifaceted experience to take on a broad range of missions and roles? What is the best way to prepare such leaders to succeed in a world of change, complexity, and uncertainty? (POC: Dr. Don Snider, SSI, [don.m.snider.vol@mail.mil](mailto:don.m.snider.vol@mail.mil), 717-245-3142)
- 2) How should the Army refine the officer education system to enhance the critical thinking skills and joint/strategic perspective of our officer corps much earlier in their careers? (POC: Mr. Tim Muchmore, HQ G-8, QDR, [timothy.s.muchmore.civ@mail.mil](mailto:timothy.s.muchmore.civ@mail.mil), 703-614-5591)
- 3) How can the Army develop and retain transformational leaders at multiple levels to maintain a professional Army culture that fosters “Honorable Service” (defined in ADRP1) by its Ethic? (POC: COL John A. Vermeesch, CAPE, [john.vermeesch@usma.edu](mailto:john.vermeesch@usma.edu), 845-938-0475)
- 4) Examine the implications of adopting programs to optimize human performance, such as mental and physical improvement, sleep, nutrition, resilience, etc. (POC: LTC Todd Ryktarsyk, OTSG, [todd.a.ryktarsyk.mil@mail.mil](mailto:todd.a.ryktarsyk.mil@mail.mil), 703-681-0950)

### Globally Responsive and Regionally Engaged Army:

- 5) What is the role of Landpower in support of the U.S. National Security Strategy? What roles should the Army shed? (POC: LTC Thomas Westen, HQDA G-3/5/7, Strategy Branch, [thomas.c.westen2.mil@mail.mil](mailto:thomas.c.westen2.mil@mail.mil), 703-692-8593)
- 6) Examine the role of megacities as a component of the future strategic environment. Stabilizing conflicts in megacities will require forces very different from what the United States has now and plans to keep. What organizational changes are needed to optimize the Army to conduct expeditionary urban operations? (POC: Dr. Steven Metz, SSI, [steven.k.metz.civ@mail.mil](mailto:steven.k.metz.civ@mail.mil), 717-245-3822)
- 7) To meet demands of the future strategic environment in alignment with the Army’s strategic vision and priorities, what steps should the Army take to make formations leaner while retaining capability, become more expeditionary, prevent overmatch through 2025, and set conditions for fundamental change by 2030-40? (POC: LTC Thomas Westen, HQDA G-3/5/7, Strategy Branch, [thomas.c.westen2.mil@mail.mil](mailto:thomas.c.westen2.mil@mail.mil), 703-692-8593)

8) How should SOF and conventional forces (CF) become more interdependent across each operation plan phase, and what are the ways and means through which SOF and CF can efficiently increase their capabilities through interdependent actions? (POC: LTC (P) James Maxwell, HQDA G-3/5/7, Special Operations Division, [james.a.maxwell22.mil@mail.mil](mailto:james.a.maxwell22.mil@mail.mil), 703-695-8490)

### **Ready and Modern Army:**

9) If the United States does not plan to engage in "long wars," nor plan to "mobilize for the duration," then how should the Army change the way it thinks about the roles of the Reserve Component and how to utilize them? (POC: LTC Shawn McCormick, HQDA G-3/5/7, War Plans Division, Force Planning Integration Team, [shon.a.mccormick.mil@mail.mil](mailto:shon.a.mccormick.mil@mail.mil), 703- 614-9371)

10) The 2014 QDR indicates the need to protect the ability to regenerate capabilities that might be needed to meet future demands. Examine past efforts to regenerate or expand the force. What key attributes of the force need to be maintained to facilitate rapid regeneration? (POC: LTC Shawn McCormick, HQDA G-3/5/7, War Plans Division, Force Planning Integration Team, [shon.a.mccormick.mil@mail.mil](mailto:shon.a.mccormick.mil@mail.mil), 703- 614-9371; and Dr. Michael Lynch, AHEC, [michael.e.lynch24.civ@mail.mil](mailto:michael.e.lynch24.civ@mail.mil), 717-245-3803)

11) What are the physical and moral boundaries that need to be addressed regarding the use of autonomous and semi-autonomous weapons systems (robotics)? (POC: LTC Thomas Westen, HQDA G-3/5/7, Strategy Branch, [thomas.c.westen2.mil@mail.mil](mailto:thomas.c.westen2.mil@mail.mil), 703-692-8593)

12) How should the Army adapt its training strategy and activities to serve as a catalyst for change in support of Force 2025? (POC: LTC Chris Smith, HQDA G-3/5/7, Transformation Division, [christopher.l.smith104.mil@mail.mil](mailto:christopher.l.smith104.mil@mail.mil), 703-614-9236)

### **Soldiers Committed to the Army Profession:**

13) How effective has the Army's program been to educate the institution on the new doctrine, ADRP1 - *The Army Profession*?. Since individuals cannot be committed to something if they do not understand it, what is the current degree of commitment to the new concepts of profession? .Does it make any difference whether Army soldiers and civilians serving see themselves as Army professionals with unique identity and inherent moral obligations? (POC: COL John A. Vermeesch, CAPE, [john.vermeesch@usma.edu](mailto:john.vermeesch@usma.edu), 845-938-0475)

14) What is the character and motivation of Millennial volunteers, both uniformed and civilian? Is there a growing gap between the moral obligations of Army professionals and the commitment of this generation of volunteers? Are there new



developmental challenges for the Army? (POC: COL John A. Vermeesch, CAPE, [john.vermeesch@usma.edu](mailto:john.vermeesch@usma.edu), 845-938-0475)

15) Since there is an increasingly observable “Values to Virtues” gap in the Army, how should it be addressed? Are the Seven Army Values effective as a basis for the moral development of Army professionals? (POC: COL John A. Vermeesch, CAPE, [john.vermeesch@usma.edu](mailto:john.vermeesch@usma.edu), 845-938-0475)

**Premier All Volunteer Army:**

16) What, if any, policy adjustments are needed to sustain the all-volunteer Army during fiscal austerity? (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)

## PART I: ARMY PRIORITIES FOR STRATEGIC ANALYSIS

### Adaptive Army Leaders for a Complex World

- 1) Conduct an objective analysis of how the Army should develop the next generation of leaders. (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)
- 2) How will the "live casting" (internet and media coverage) of military operations effect the way the Army develops leaders and operates? (POC: Dr. Steven Metz, SSI, [steven.k.metz.civ@mail.mil](mailto:steven.k.metz.civ@mail.mil), 717-245-3822)
- 3) In a world where threats to the international security environment are dominated by terrorists, transnational organized crime networks, and super-empowered zealots of many persuasions:
  - What constitutes the ethical and legal difference between just and unjust warriors?
  - Examine the ethical and legal issues associated with post-war treatment of 'unjust warriors', (i.e. Guantanamo). (POC: Prof. Trey Braun, SSI, [william.g.braun2.civ@mail.mil](mailto:william.g.braun2.civ@mail.mil), 717-245-4078)
- 4) Does the Senior Service College experience prepare officers for strategic leadership? (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)
- 5) Examine the ethical complexities of targeted killings and drone strikes levied on high value targets. (POC: Prof. Trey Braun, SSI, [william.g.braun2.civ@mail.mil](mailto:william.g.braun2.civ@mail.mil), 717-245-4078)
- 6) What are the ethical considerations for determining what constitutes a legitimate military target for a drone strike? (POC: Prof. Trey Braun, SSI, [william.g.braun2.civ@mail.mil](mailto:william.g.braun2.civ@mail.mil), 717-245-4078)
- 7) Examine the role of technology in training and PME. (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)
- 8) How should the Army identify and remove toxic leaders? (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)
- 9) Establishing an officer personnel management strategy (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)

10) Organizational science has long identified resistance to change as a fundamental characteristic of bureaucracies, to include the US Army. (POC: Prof. Trey Braun, SSI, [william.g.braun2.civ@mail.mil](mailto:william.g.braun2.civ@mail.mil), 717-245-4078)

- How much resistance to change (organizational inertia) is necessary for the Army to function effectively; and when does it result in organizational stagnation, waste and abuse?
- How much resistance to change is good or bad for the Army? What are the implications for Army policy and strategy?

11) In organizations of any size, policy and strategy are not choices made by a single individual, but the outcome of the interrelationship of multiple senior leader choices, which are influenced by myriad organizational processes and procedures.

Headquarters, Department of the Army has developed sophisticated decision models and decision aid processes to enhance senior leader choices related to concepts, requirements, and human capital development as well as resource allocation, force development and acquisition decisions. (POC: Prof. Trey Braun, SSI, [william.g.braun2.civ@mail.mil](mailto:william.g.braun2.civ@mail.mil), 717-245-4078)

- How should the army staff organize to generate and execute more effective and holistic policies and strategies?
- How can the US Army enhance the interdependence of various decision aid processes to achieve more informed senior leader decisions and better outcomes?
- How does the policy process interface with senior decision makers, and how does the interface affect the quality of senior leader decision making?

## **Globally Responsive and Regionally Engaged Army**

12) Is there a more effective and efficient method than what exists today, to identify and describe alternative futures that would better qualify existing data about the possibility, probability, and desirability of global change? (POC: LTC Thomas Westen, HQDA G-3/5/7, Strategy Branch, [thomas.c.westen2.mil@mail.mil](mailto:thomas.c.westen2.mil@mail.mil), 703-692-8593)

13) Given the growing importance of homeland defense, what would be the benefits and drawbacks of realigning the Guard under the department of Homeland Security to enhance domestic security and disaster response, while retaining utility for overseas missions in support of the Department of Defense? (POC: Mr. Tim Muchmore, HQ G-8, QDR, [timothy.s.muchmore.civ@mail.mil](mailto:timothy.s.muchmore.civ@mail.mil), 703-614-5591)

14) What is the Army's peacetime role, and how can that role be infused into the national security dialogue? (POC: Prof. Trey Braun, SSI, [william.g.braun2.civ@mail.mil](mailto:william.g.braun2.civ@mail.mil), 717-245-4078)

15) In what ways should the Army be used to fulfill global “Dynamic Presence?” (POC: LTC Thomas Westen, HQDA G-3/5/7, Strategy Branch, [thomas.c.westen2.mil@mail.mil](mailto:thomas.c.westen2.mil@mail.mil), 703-692-8593)

16) Should the Army focus Force 2025 efforts to address the challenge of revisionist powers? (i.e, China, Iran, Russia) (Westen) (POC: LTC Thomas Westen, HQDA G-3/5/7, Strategy Branch, [thomas.c.westen2.mil@mail.mil](mailto:thomas.c.westen2.mil@mail.mil), 703-692-8593)

17) In a Post-OIF/OEF world, what should be the Army’s Narrative, what objectives should it accomplish, and what should be its messaging strategy? (POC: LTC Thomas Westen, HQDA G-3/5/7, Strategy Branch, [thomas.c.westen2.mil@mail.mil](mailto:thomas.c.westen2.mil@mail.mil), 703-692-8593)

18) The 2014 Quadrennial Defense Review states that “If deterrence fails at any given time, U.S. forces could defeat a regional adversary in a large-scale multi-phased campaign, and deny the objectives of – or impose unacceptable costs on – another aggressor in another region.” For Army forces, develop a definition of “denying the objectives of . . .” and consider how the Army might contribute to such a “deny” mission. (POC: Prof. Nathan Freier, SSI, [nathn.p.freier.civ@mail.mil](mailto:nathn.p.freier.civ@mail.mil), 717-245-4127)

19) What essential Security Force Assistance (SFA) skills are required to support Combatant Commanders’ Theater Security Cooperation Programs? What changes need to be made to the Army’s SFA training to meet the Combatant Commanders requirements? (POC: Dr. James Embrey, PKSOL, [james.h.embrey.civ@mail.mil](mailto:james.h.embrey.civ@mail.mil), 717-245-3524)

20) How should the Army impart regional expertise to a regionally aligned Army? (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)

21) How can the Army institutionalize the notion of ‘globally responsive and regionally engaged’? (POC: Dr. John Deni, SSI, [john.r.deni.civ@mail.mil](mailto:john.r.deni.civ@mail.mil), 717-245-4183)

22) What is the role of Landpower in support of the U.S. National Security Strategy? What roles should the Army shed? (POC: Dr. John Deni, SSI, [john.r.deni.civ@mail.mil](mailto:john.r.deni.civ@mail.mil), 717-245-4183)

23) The US national security strategy since the Clinton administration has emphasized engagement and a foreign policy characterized by intervention. (POC: Prof. Trey Braun, SSI, [william.g.braun2.civ@mail.mil](mailto:william.g.braun2.civ@mail.mil), 717-245-4078)

- What are the ethical implications of a foreign policy of intervention?
- When is (armed, unarmed) humanitarian intervention morally justified by the US military?

24) What is the role of Landpower in support of the Strategy to Combat Transnational Organized Crime?  
(<http://www.whitehouse.gov/administration/eop/nsc/transnational-crime/strategy>)  
(POC: Dr. Robert Bunker, SSI, [Robert.j.bunker2.civ@mail.mil](mailto:Robert.j.bunker2.civ@mail.mil), 717-245-4150)

25) What regions/countries of the world are most important for Army engagement?  
(POC: Dr. John Deni, SSI, [john.r.deni.civ@mail.mil](mailto:john.r.deni.civ@mail.mil), 717-245-4183)

26) What is the feasibility of creating a U.S. governmental interagency organization that is composed of Army (DoD), FBI, DEA, DoS, etc, capabilities, and is deployable into environments in which crime and war have fully blurred? (POC: Dr. Robert Bunker, SSI, [Robert.j.bunker2.civ@mail.mil](mailto:Robert.j.bunker2.civ@mail.mil), 717-245-4150)

27) Is it feasible to mate an Army organization with an allied unit (similar to the historical example of Roman auxiliaries) to generate landpower in an austere environment? (POC: Dr. Robert Bunker, SSI, [Robert.j.bunker2.civ@mail.mil](mailto:Robert.j.bunker2.civ@mail.mil), 717-245-4150)

28) Over a decade of operations in Iraq and Afghanistan provide a rich opportunity to develop new knowledge and capture lessons for inclusion in concepts, doctrine, and requirements generation scenarios. (POC: Prof. Trey Braun, SSI, [william.g.braun2.civ@mail.mil](mailto:william.g.braun2.civ@mail.mil), 717-245-4078)

- What are the strategic lessons learned from over a decade of war.
- What are the essential skills, knowledge and attributes necessary for soldiers to perform cross-discipline missions (reconstruction, policing, governance, detention, development, etc.), and what is the most effective way to train and educate soldiers to perform them?

29) Current defense strategic guidance and QDR outcomes suggest future national military strategy will rely heavily on partner nation militaries to share the burden of future conflicts with US forces. (POC: Prof. Trey Braun, SSI, [william.g.braun2.civ@mail.mil](mailto:william.g.braun2.civ@mail.mil), 717-245-4078)

- What affect do tacit knowledge, prior experience, task complexity, cultural distance, and organizational distance have on knowledge transfer in strategic partnerships?
- How does an appreciation for these factors influence the effectiveness of US Army efforts to enhance interoperability with international military partners?

## **Ready and Modern Army**

30) Futures Studies: Is there a more effective and efficient method than what exists today, to identify and describe alternative futures that would better qualify existing data about the possibility, probability, and desirability of global change? Such a



method would assist the Army with the development and analysis of institutional strategies. (POC: LTC Thomas Westen, HQDA G-3/5/7, Strategy Branch, [thomas.c.westen2.mil@mail.mil](mailto:thomas.c.westen2.mil@mail.mil), 703-692-8593)

31) What is the Army's responsibility to provide a strategic reserve? In the context of the on-going drawdown, what is the capacity of the Army to provide a strategic reserve? (POC: Mr. Tim Muchmore, HQ G-8, QDR, [timothy.s.muchmore.civ@mail.mil](mailto:timothy.s.muchmore.civ@mail.mil), 703-614-5591)

32) What are the physical and moral boundaries that need to be addressed regarding the use of autonomous and semi-autonomous weapons systems (robotics)? (POC: LTC Thomas Westen, HQDA G-3/5/7, Strategy Branch, [thomas.c.westen2.mil@mail.mil](mailto:thomas.c.westen2.mil@mail.mil), 703-692-8593)

33) To what degree should Army leaders consider changing the Total Army force mix to integrate Reserve and Guard forces into Regular formations at lower echelons (e.g., platoon, company, battalion level)? (POC: Mr. Tim Muchmore, HQ G-8, QDR, [timothy.s.muchmore.civ@mail.mil](mailto:timothy.s.muchmore.civ@mail.mil), 703-614-5591)

34) How should the Department of the Army provide oversight of Guard and Reserve training, readiness, and the use of federal funds and materiel? (POC: Mr. Tim Muchmore, HQ G-8, QDR, [timothy.s.muchmore.civ@mail.mil](mailto:timothy.s.muchmore.civ@mail.mil), 703-614-5591)

35) How far can personnel efficiencies be taken before we risk unit effectiveness? What are the pitfalls for institutionalizing smaller-sized crews and squads in regards to mission accomplishments? (POC: LTC Thomas Westen, HQDA G-3/5/7, Strategy Branch, [thomas.c.westen2.mil@mail.mil](mailto:thomas.c.westen2.mil@mail.mil), 703-692-8593)

36) How can the Army leverage our capabilities to address Close Air Support requirements? (POC: LTC Thomas Westen, HQDA G-3/5/7, Strategy Branch, [thomas.c.westen2.mil@mail.mil](mailto:thomas.c.westen2.mil@mail.mil), 703-692-8593)

37) To meet demands of the future strategic environment in alignment with the Army's strategic vision and priorities, what steps should the Army take to make formations leaner while retaining capability, become more expeditionary, prevent overmatch through 2025, and set conditions for fundamental change by 2030-40? (POC: LTC Chris Smith, HQDA G-3/5/7, Transformation Division, [christopher.l.smith104.mil@mail.mil](mailto:christopher.l.smith104.mil@mail.mil), 703-614-9236)

38) How will the Army retain and sustain the capability to conduct counterinsurgency (COIN) and stability operations? (POC: Dr. John Deni, SSI, [john.r.deni.civ@mail.mil](mailto:john.r.deni.civ@mail.mil), 717-245-4183)

39) How should the Army's force generation methodologies change to meet evolving requirements in combatant commands? (POC: Dr. John Deni, SSI, [john.r.deni.civ@mail.mil](mailto:john.r.deni.civ@mail.mil), 717-245-4183)

40) Given defense austerity and the post-conflict drawdown, what should be at the top and at the bottom of the Army's priorities? (POC: Dr. John Deni, SSI, [john.r.deni.civ@mail.mil](mailto:john.r.deni.civ@mail.mil), 717-245-4183)

41) What emerging concepts and organizations are needed to optimize the use of robotics in U.S. military strategy? (POC: Dr. Steven Metz, SSI, [steven.k.metz.civ@mail.mil](mailto:steven.k.metz.civ@mail.mil), 717-245-3822)

42) How would technological inferiority in some areas affect Army operations? (POC: Dr. Steven Metz, SSI, [steven.k.metz.civ@mail.mil](mailto:steven.k.metz.civ@mail.mil), 717-245-3822)

43) Could the Army operate effectively in a region following a nuclear exchange or terrorist event? (POC: Dr. Steven Metz, SSI, [steven.k.metz.civ@mail.mil](mailto:steven.k.metz.civ@mail.mil), 717-245-3822)

44) How can the Army change its culture to best infuse notions of energy-informed operations? (POC: Dr. John Deni, SSI, [john.r.deni.civ@mail.mil](mailto:john.r.deni.civ@mail.mil), 717-245-4183)

45) Why and how should the Army's support of air, ballistic, and cruise missile defense evolve in the coming decade? (POC: Dr. John Deni, SSI, [john.r.deni.civ@mail.mil](mailto:john.r.deni.civ@mail.mil), 717-245-4183)

46) How do we create and maintain the right headquarters and staff teams to conduct modern war? How does the Army break the cycle of cutting headquarters in peacetime and then scrambling to create ad-hoc required capabilities when crises begin? (POC: Dr. Conrad Crane, AHEC, [Conrad.c.crane.civ@mail.mil](mailto:Conrad.c.crane.civ@mail.mil), 717-245-4483)

47) How do we conduct seamless unit transitions in protracted crises requiring multiple deployments? How do we compensate when mission requirements exceed the number of regionally aligned forces? (POC: Dr. Conrad Crane, AHEC, [Conrad.c.crane.civ@mail.mil](mailto:Conrad.c.crane.civ@mail.mil), 717-245-4483)

48) How does the military conduct transitions with indigenous or civilian organizations? (POC: Dr. Conrad Crane, AHEC, [Conrad.c.crane.civ@mail.mil](mailto:Conrad.c.crane.civ@mail.mil), 717-245-4483)

### **Soldiers Committed to the Army Profession**

49) ADRP1 mandated the certification of Army professionals in three areas: competence, character and commitment. How effective is the Army now in certifying individual professional and units in each of these three areas? How effective are the Army developmental programs for professional development in each area? Currently is

development among the three areas appropriately balanced, e.g., are Army professionals as well developed in their personal character and commitment as in their military competencies? (POC: COL John A. Vermeesch, CAPE, [john.vermeesch@usma.edu](mailto:john.vermeesch@usma.edu), 845-938-0475)

50) What measures are necessary to ensure that, as the Army draws down during this period of austerity, the institution does not revert from the character of Profession to that of a big government bureaucracy driven by top-down, micromanaged supervision? How does the adaption of “mission command” prevent such from happening; is it effective thus far”? (POC: COL John A. Vermeesch, CAPE, [john.vermeesch@usma.edu](mailto:john.vermeesch@usma.edu), 845-938-0475)

51) Examine the implications of a politically correct Army. (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)

52) Does the Senior Service College experience prepare officers for strategic leadership? (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)

53) What new capabilities and tactical innovations have had the greatest impact on ethical military decision making, and how can senior army leaders better prepare soldiers to make those decisions? (POC: Prof. Trey Braun, SSI, [william.g.braun2.civ@mail.mil](mailto:william.g.braun2.civ@mail.mil), 717-245-4078)

54) Downsizing – are the right people leaving and staying? Was it done correctly? (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)

55) Does the lapse in senior leader ethics represent a false sense of entitlement, and if so, how should it be addressed? (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)

56) Will the Army transition the current build-down as a military profession or will it revert to a micro-managing, centralized military bureaucracy? Can it develop and retain transformational leaders at multiple levels, maintaining a professional culture that fosters ethical practice and behavior by its Ethic? (POC: Dr. Don Snider, SSI, [don.m.snider.vol@mail.mil](mailto:don.m.snider.vol@mail.mil), 717-245-3142)

57) Nondeployables – what have we learned? (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)

58) Assess the growing role of women in the military. (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)

59) Examine how the Army should instill Mission Command into the force. (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)

60) How can senior military leadership educate soldiers on U.S. civics (representative democracy, rule-of-law, separation of powers, individual rights, etc.), to better understand the essential aspects of post-conflict operations and alternative methods of achieving post-conflict civil order? (POC: Prof. Trey Braun, SSI, [william.g.braun2.civ@mail.mil](mailto:william.g.braun2.civ@mail.mil), 717-245-4078)

61) How should the Army reestablish high professional standards without turning into a garrison Army? (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)

62) What are the civil-military implications for senior military leaders if they believe the military is the wrong instrument of national power to ethically pursue of U.S. foreign policy or national strategy objective? (POC: Prof. Trey Braun, SSI, [william.g.braun2.civ@mail.mil](mailto:william.g.braun2.civ@mail.mil), 717-245-4078)

63) What is the proper role of dissent in senior leaders? (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)

### **Premier All Volunteer Army**

64) Is the RC too large? Should it be larger? What is the “right mix” of force allocation between the AC and RC? (POC: Mr. Tim Muchmore, HQ G-8, QDR, [timothy.s.muchmore.civ@mail.mil](mailto:timothy.s.muchmore.civ@mail.mil), 703-614-5591)

65) What is the Army’s responsibility to provide a strategic reserve? In the context of the on-going drawdown, what is the capacity of the Army to provide a strategic reserve? (POC: Mr. Tim Muchmore, HQ G-8, QDR, [timothy.s.muchmore.civ@mail.mil](mailto:timothy.s.muchmore.civ@mail.mil), 703-614-5591)

66) Conduct an objective analysis of the performance of Reserve Component organizations in Iraq and Afghanistan. (POC: Dr. Michael Lynch, AHEC, [michael.e.lynch24.civ@mail.mil](mailto:michael.e.lynch24.civ@mail.mil), 717-245-3803)

67) Conduct an objective analysis comparing the costs and readiness of AC and RC units of all types. (POC: Dr. Michael Lynch, AHEC, [michael.e.lynch24.civ@mail.mil](mailto:michael.e.lynch24.civ@mail.mil), 717-245-3803)

68) What skills, knowledge, and attributes must the nation maintain within the Army, the industrial base, and society to rapidly expand capable land forces in time of crisis? (POC: Prof. Trey Braun, SSI, [william.g.braun2.civ@mail.mil](mailto:william.g.braun2.civ@mail.mil), 717-245-4078)

69) Renewing the Army's focus on families (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)

70) Reforming military compensation (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)

71) Sustaining Public Support for the U.S. Armed Forces (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)

72) Do ROTC and USMA represent society? (POC: Dr. Lenny Wong, SSI, [leonard.wong.civ@mail.mil](mailto:leonard.wong.civ@mail.mil), 717-245-3010)

73) Solider diversity, broadening cognitive frameworks and an inclusive professional culture may stimulate fresh approaches to strategy formulation and policy choices; but this same diversity and broad-mindedness may impede strategy and policy implementation. (POC: Prof. Trey Braun, SSI, [william.g.braun2.civ@mail.mil](mailto:william.g.braun2.civ@mail.mil), 717-245-4078)

- How may the army better manage the tension between the creativity of diversity and the structural discipline necessary to manage implementation effectiveness?

- Soldier diversity and institutional conformity both impact unit effectiveness. How can army senior leaders develop an appreciation for an effective blending of these two dimensions of organizational effectiveness (or dysfunction) within the Army's Professional culture?

74) How can US society reconcile the ethical burden of civic duty and social responsibility with maintaining an all volunteer military force? (POC: Prof. Trey Braun, SSI, [william.g.braun2.civ@mail.mil](mailto:william.g.braun2.civ@mail.mil), 717-245-4078)

75) What are the societal implications of maintaining an all-volunteer military force? (POC: Prof. Trey Braun, SSI, [william.g.braun2.civ@mail.mil](mailto:william.g.braun2.civ@mail.mil), 717-245-4078)